



CONSTRUCTIVE TRAINING IMPLEMENTATION METHODOLOGIES FOR CORPORATE EMPLOYEES

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ABSTRACT

Every organization needs to have well trained and experienced people to perform the activities that have to be done. Thus employees' training is not only an activity that is desirable but also an activity that an organization must commit resources to if it is to maintain a viable and knowledgeable work force. The concept of Training has changed from the time it got evolved. The delivery methodology is extremely important, as the success of the training is directly related to the methodology handled in the training program

Key words: Training Purpose, Training Benefits, Training Methodology& Training Delivery Methods.

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1. INTRODUCTION

Conducting training programs in the organization is becoming more crucial these days. Every organization wanted their people to grow well both in terms of technical skills & behavioural skills. Everyone will not know everything when they get into the organization. With experience & effective training, an employee gets the knowledge & will start incorporating things in the work place. Without training the job becomes monotonous. Thus to make the work more conducive, training is becoming more mandatory. Training is a process of learning a sequence of programmed behavior. It is application of knowledge. It gives people an awareness of the rules and procedures to guide their behavior. It attempts to improve their performance on the current job of prepare them for an intended job. Training is everything that is done by and for staffs in order to maintain and extend their work related knowledge skills and capabilities. Training is a technique aimed at improving what the organization is doing, by improving the skills of individual and teams.

2. THE MAJOR PURPOSES OF TRAINING

To Improve Productivity

“Purposeful instruction can help employees increase their level of performance on their present assignment. Increased human performance often directly leads to increased operational productivity and increased company profit.” Again, “ increased performance and productivity, because of training, are most evident on the part of new employees who are not yet fully aware of the most efficient and effective ways of performing their jobs.”

To Improve Quality

Better informed workers are less likely to make operational mistakes. Quality increases may be in relationship to a company product or service, or in reference to the intangible organizational employment atmosphere.”

To Help a Company Fulfill its Future Personnel Needs

“Organizations that have a good internal educational programme will have to make less drastic manpower changes and adjustments in the event of sudden personnel alternations. When the need arises, organizational vacancies can more easily be staffed from internal sources if a company initiates and maintains an adequate instructional programme for both its non-supervisory and managerial employees.”

To Improve Organizational Climate

“An endless chain of positive reactions result from a well-planned training programme. Production and product quality may improve; financial incentives may then be increased, internal promotions become stressed, less supervisory pressure ensure and base pay rate increases result.

Increased morale may be due to many factors, but one of the most important of these is the current state of an organization’s educational endeavor.”

To Improve Health and Safety

“Proper training can help prevent industrial accident. A safer work environment leads to more stable mental attitudes on the part of employees. Managerial mental state would also improve if supervisors know that they can better themselves through company-designed development programmes.”

Obsolescence Prevention

“Training and development programs foster the initiative and creativity of employees and help to prevent manpower obsolescence, which may be due to age, temperament or motivation, or the inability of a person to adapt him to technological changes.”

Personal Growth

“Employees on a personal basis gain individually from their exposure to educational experiences.” Again, “management development programs seem to give participants a wider awareness, an enlarged skill, and enlightened altruistic philosophy, and make enhanced personal growth possible.

Thus the major purpose of training is to transmit the knowledge to the participants. This is not only for the technical programs. It can also be followed for the behavioural or soft skills training programs. Now the importance given to the soft skills training is growing high as the cultural change plays a major role in defining the success of the organization. Thus along with technical training, the soft skills are also given more importance for the organizational growth.

3. BENEFITS OF TRAINING

- Helps in an increased use of technology which results in higher production
- it helps in additional hands to cope with an increased production of goods and services
- Helps in higher performance of inexperienced, new joiners
- Old employees need refresher training to enable them to keep abreast of the changing methods, techniques and use of sophisticated tools and equipments.
- It helps the employees to do the work in a more effective way, to reduce learning time, reduce supervision time, reduce waste and spoilage of raw materials and produce quality goods and develop potential goods
- It reduces grievances and minimizes rate of errors and mistakes
- It maintains validity of an organization as a whole and raises the morale of its employees
- It helps in assisting employees to function more effectively in their present positions by exposing them to the latest concepts, information and techniques and developing the skill in a particular field
- It helps in building up a second line of competent officers and prepared them to occupy more responsible positions
- To broaden the minds of senior managers by providing them with opportunities for an interchange of experiences within and outside with a view to correcting the narrowness of the outlook that might arise from over specialization.

4. TRAINING METHODOLOGY

Formal Learning		Informal Learning	
<div style="background-color: #0070C0; color: white; padding: 5px; text-align: center;"> Learning Events </div> <ul style="list-style-type: none"> • Workshops • Scheduled Courses • Conferences • Seminars <div style="background-color: #0070C0; color: white; padding: 5px; text-align: center;"> Structured Work Experience </div> <ul style="list-style-type: none"> • Coordinated swaps • Secondments • Job Shadowing • Project Managements <div style="background-color: #0070C0; color: white; padding: 5px; text-align: center;"> Structured Coaching & Team Effectiveness </div> <ul style="list-style-type: none"> • Structured Mentoring • Structured Coaching • Team effectiveness activities • External Coaching 	<div style="background-color: #0070C0; color: white; padding: 5px; text-align: center;"> e-Learning and Distance Learning </div> <ul style="list-style-type: none"> • Virtual Classroom • CD Rom • Web courses • Structured web learning • Workbooks and guides • Web conferencing <div style="background-color: #0070C0; color: white; padding: 5px; text-align: center;"> Certification and Qualifications </div> <ul style="list-style-type: none"> • Reuters Certification • Professional Certification • Academic Qualification 	<div style="background-color: #0070C0; color: white; padding: 5px; text-align: center;"> On-the-Job and Experiential Learning </div> <ul style="list-style-type: none"> • Work within Role • Exposure to other depts. and roles • Special assignments, task forces, projects • Action learning <div style="background-color: #0070C0; color: white; padding: 5px; text-align: center;"> Mentoring and Communities of Practice </div> <ul style="list-style-type: none"> • Buddies, mentors, peers • Informal professional networks • Common interest groups • Lunch talks 	<div style="background-color: #0070C0; color: white; padding: 5px; text-align: center;"> Knowledge Management </div> <ul style="list-style-type: none"> • Best practices • Reference and reading materials • Information Repositories • Access to internal experts • Internal standards and documented processes <div style="background-color: #0070C0; color: white; padding: 5px; text-align: center;"> External Experience </div> <ul style="list-style-type: none"> • Relationship with outside professionals • Speaking engagements • Professional memberships • Publications and reports • Executive Directorships

4.1. Traditional & Computer Assisted Training

In the early days the training methodology was more into class room session & they started using Computer Systems in mid 90s for conducting sessions. In the class room sessions, the facilitator will talk & people would be listening to it. Hardly people were given a chance to speak. When computer systems were used, people were more inclined towards knowing it as it was a new training concept for all.

4.2. The E Learning Era

Once the computers were used in the training, there were lots of associations who came with an E Learning methodology for learning. Here the participants can learn from anywhere. Initially, participants were forced to sit at once place & sessions will be conducted by a facilitator. But in the E Learning modules, the participants were given a flexibility options. Thus it was much more flexible. This method is followed even now.

4.3. Blended & Informal Learning

This was a combination of the above mentioned methodologies. The session was taken with

- Class Room Training
- Using E Learning Tools like videos, audios
- Power Point Presentations
- Handouts
- Discussion Forums.

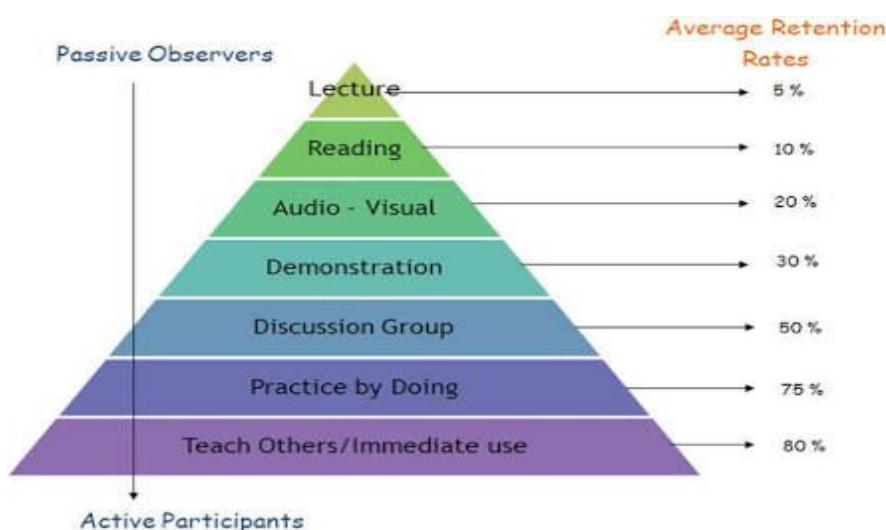
This mechanism was designed & formulated in abroad many years back. Now Indian Trainers have started involving their sessions on the tools mentioned above than relying only on Power Point Presentations. This is a successful methodology

4.4. Collaborative Training

Very few trainers who are competent & having a great command in their domain are coming into this methodology of training. This is done more on the Experiential Learning basis. It is the combination of all the above ways. Here trainers do not teach. They facilitate the participants to come out with their own learning outcome. Thus participants will be satisfied by getting to know what they wanted. Most of the trainers are relying on the conventional type of training program. This collaborative method is very easy for the participants to understand the concept. The prime focus of conducting the training program is to make the participants to understand & get the return on investment for the time they had spent & for the amount the organization has spent.

Thus Successful Training = ROI [Participants Time + Organization's Investment + Trainers Knowledge& Ability]

5. TRAINING DELIVERY METHODS



The training delivery methodology has changed from the time of inception. Initially it was only through the Lecture systems. People had no option, than sitting in the hall & listening to the lecture. People make notes from the information said by the speaker/trainer. Anything to be specified, the trainers were using the white board to signify the same.

Then when some informative books came in the market, people started showing interest more in this as they can do reading at any point of it. They started making notes even from this & used the learning at the appropriate situations

Then the Audio Visual medium came. Along with the lecture, trainers show some videos & power point presentations. This was inculcating lots of interest towards the subject. It was also easy for people to understand.

In the Demonstration method, it was more like shown on how it has to be done. Most of the fields like Medicine, Chemical, Mechanical, etc.., undergo the demonstrative method to make sure the learning reaches the audience at its best.

After a point, trainers started implementing the Participative Approach in the training program. The teams would be formed based on the random/competencies/department basis. The participants will be discussing on the topic & from that the learning will be formulated. Here the trainer will be a mediator & he will make people to think, reflect, make everyone to participate, give ideas etc.., this methodology is called as the Discussion Forums/Group. Here everyone will reflect, have mutual learning & will have the satisfaction that they have been a part of the learning mechanism. Instead of being a single way communication, it will be a formulated team communication.

Practice by doing methodology is effectively followed by very few technically strong facilitators. It will involve lots of practical activities which will help the participants to understand the learning easily. This can be achieved from conducting experiential training sessions which will be easy for the participants to implement the learning at their work

Immediate Use is a methodology is done when people were about to get in to the job/project, the training conducted for them will be of immediate use. This will also help them to teach the same learning to others. By this they will also help others & will not forget the learning.

6. INTERESTING TRAINING DELIVERY METHODOLOGY

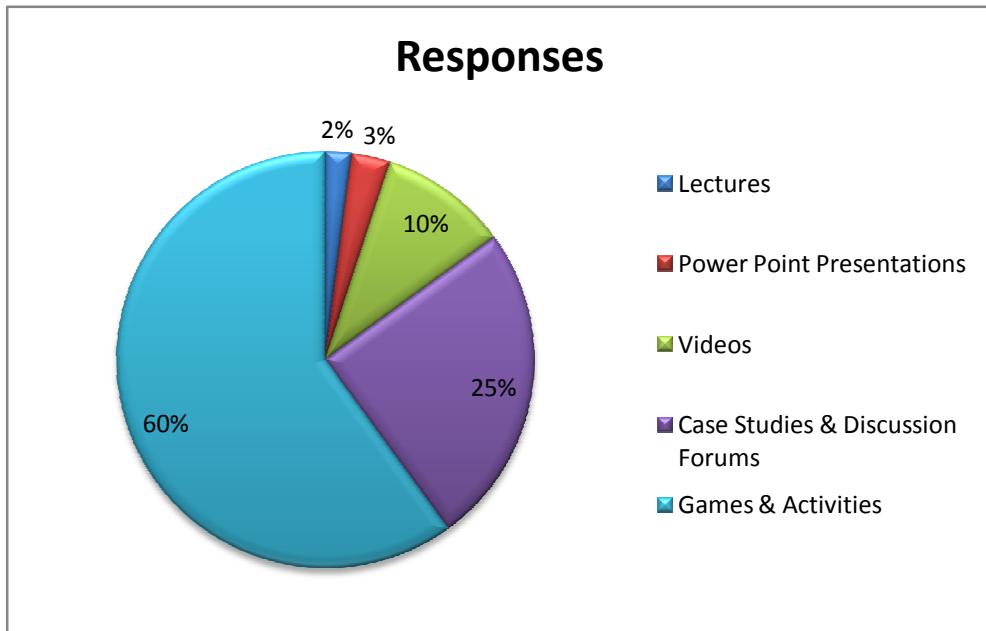
If the training has to be successful, the training delivery methodology has to be very effective. The trainer or the facilitator cannot depend only on the lecture method or the power point slides. The trainers are supposed to innovate & come out with fresh & new mechanisms in the training delivery. if not participants will get bored.

Now the participant's expectations towards the programs are going high. This is because of the exposure of the participants & their intellectual capability is also very high. If the trainer continues to speak or show the slides, the participants will not be in a position to get along with the subject matter. Thus it is a huge challenge for the trainer to make the participants to be more attentive.

If it is the technical topic, people will be forced to be more attentive as they may have to incorporate the learning in their job. But when it comes to Soft Skills topics, it will become a big challenge to the trainers to incorporate the same.

The recent study of conducting effective training delivery methodologies has found what interests the audience in terms of training delivery.

Mode of Training	Responses
Lectures	2%
Power Point Presentations	3%
Videos	10%
Case Studies & Discussion Forums	25%
Games & Activities	60%



In that study, many prefer the Games & Activities as it has wider scope of learning coverage compared to the other methodologies. Here participants actively participate & get the learning easily. The learning will be dealt with more fun. This is a kinesthetic way of handling the session, people will not forget the learning outcomes & thus the program will be successful in terms of feedback & also into the cultural changes in the organization

The Effective Training Delivery can be done through

- Games [Indoor & outdoor]
- Personal Interaction & Motivation
- Case Studies
- Role Plays
- Discussion Forums Slides
- Videos
- Quiz & Puzzles
- Team Presentations
- Limited Slides with more figures than words
- Proper Debriefing from the facilitator

With Limited Power Point

If these delivery methodologies are followed, the training would be very successful.

7. SUGGESTIONS

- Trainers should make the participants to speak & ignite their minds towards the particular topic
- The trainer should be like a catalyst or a facilitator. His role should be 30% & 80% should be from the participants' side.
- Trying to come out with innovative techniques for the program & make it livelier with live examples. Should be more of Participative Experiential Learning.
- Giving handouts & making them to work on it will also help in easy understanding of the concept
- Involving lots of games/activities/exercises to make the session energetic
- Motivating each & every participant to actively participate in the session
- Giving individual attention will also boost the employees' interest towards the program
- From every activity, the learning objective should be identified & make them aware how that can be implemented in the organizational climate
- All the modern methodologies are formulated to for easy understanding. Thus instead of power point presentations, the trainers can start to incorporate these delivery methods to make it more effective
- The ability of the trainer is to formulate the activities & Games to the desired objective. Conducting activities is not great but conducting activities which are in sync with the training goals & objectives makes the difference. At the end, it has to be communicated to the audience by the trainer.

8. CONCLUSION

The current study identified the gap in the training delivery methodology. Many training sessions are not well received as the methodology is not been properly followed. This article is not against power point presentations. Along with the power point presentations, there should be some interesting leaning mechanism which will enhance the interest of the participants during the training sessions. Content is more important in the training. But if the content is not been delivered with the proper methodology, then the training will fail.

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